United Nations A/52/6 (Sect. 10)

General Assembly
Fifty-second session

27 May 1997

Proposed programme budget for the biennium 1998-1999*

Part IV International cooperation for development

Section 10
Development support and management services
(Programme 8 of the medium-term plan for the period 1998-2001)

Contents

Page

Overview 1

A. Policy-making organs 5

1. Committee on Natural Resources 5

2. Meeting of Experts on the United Nations Programme in Public Administration and Finance 5

3. Ad Hoc Group of Experts on International Cooperation in Tax Matters 5

B. Executive direction and management 7

C. Programme of work 8

1. Public administration, finance and development 9

2. Environment and social development management 14

D. Programme support 18

1. Executive Office 18

2. Management of technical cooperation activities 20

* The present document contains section 10 of the proposed programme budget for the biennium 1998-1999. The complete proposed programme budget will subsequentlybe issued in final printed form as *Official Records of the General Assembly, Fifty-second Session, Supplement No. 6* (A/52/6/Rev.1).

97-13732 (E) 040697 060697

Section 10
Development support and management services
(Programme 8 of the medium-term plan for the period 1998-2001)

Overview

10.1 The Department for Development Support and Management Services is responsible for the implementation of programme 8 of the medium-term plan for the period 1998-2001 (A/51/6/Rev.1 and Rev.1/Corr.1).

10.2 The Department acts as an executing agency, as required, for programmes and projects and is the principal operational arm and focal point of the United Nations Secretariat for technical cooperation in the economic and social fields. Its main objective is to support the efforts of developing countries, in particular the least developed among them, as well as countries with economies in transition, at their request, in strengthening their human and institutional capacities in the fields of public administration and finance, economic and social development management, and natural resources and energy planning and management. It also provides substantive support to intergovernmental bodies in the areas of public administration and finance as well as in natural resources and energy.

10.3 The implementation of this programme is guided, *inter alia*, by General Assembly resolutions 44/211 of 22 December 1989, 47/199 of 22 December 1992 and 50/120 of 20 December 1995, concerning technical cooperation, and 50/225 of 19 April 1996 on public administration and development, as well as various Economic and Social Council resolutions and decisions. The programme also takes into account the outcomes and commitments of recent United Nations global conferences, in particular the United Nations Conference on Environment and Development, the Global Conference on the Sustainable Development of Small Island Developing States, the World Summit for Social Development, the United Nations Conference on Human Settlements (Habitat II) and the Fourth World Conference on Women, as well as global or regional programmes of action, such as the programmes on least developed countries and on Africa. In this context, particular attention will be paid to the implementation of the United Nations System-wide Special Initiative on Africa. As an active partner in action-oriented national and community programmes and projects that integrate sectoral measures in coherent, multisectoral strategies, this programme represents a practical interface between global development consensus and national action.

10.4 In the biennium 1998-1999, the Department will continue to provide technical expertise, as requested, to the developing countries, particularly the least developed among them, as well as countries with economies in transition, in the following areas: economic and social policy planning and development, natural resources and energy planning and management, public administration and finance, and business development, as well as cartography and physical infrastructure. Given its multidisciplinary expertise, the Department will emphasize a multisectoral and thematic approach to development cooperation and institution-building.

10.5 The Department will provide parliamentary services and substantive inputs to the General Assembly for its deliberation in 1998 of public administration and development and to the Committee on Natural Resources and other expert groups. The Department also acts as the focal point for reporting to the Economic and Social Council and the Executive Board of UNDP and UNFPA on United Nations technical cooperation activities.

10.6 In response to the emerging trends in development cooperation, greater emphasis will be placed on sustainability of development and on people-centred development. The thrust of the Department's

operational activities will reflect a shift upstream to the programme level. In post-conflict situations, the Department's multisectoral capacity is employed to assist in the preparation of operational programmes to deal with demobilization, meeting the needs of vulnerable social groups, supporting self-help reconstruction, rehabilitation of infrastructure and public services to meet pressing basic human needs, building or strengthening of governance and reactivation of normal economic and social life.

10.7 The efficient and responsive development and delivery of field programmes and projects require strong and mutual support between the technical support and implementation functions, including recruitment and administration of personnel, servicing of fellows financed under project funds and arrangement of training programmes, procurement of project equipment and supplies and engagement of subcontractors. A number of these functions will be carried out by the Department's units in Geneva and Vienna.

10.8 A large part of the technical cooperation projects implemented by the Department have been financed from the extrabudgetary resources provided by UNDP and UNFPA. In recent years, there has been a marked decline in UNDP resources handled by agencies. For the Department for Development Support and Management Services, as one of the five major agencies using UNDP resources, this decline has resulted in considerable loss of support cost reimbursement.

10.9 The proposed regular budget resources of $26,075,000 reflect a decrease of $736,400, resulting mainly from the combined effect of the application of new standardized vacancy rates and the proposed abolition of 10 posts in the context of the restructuring of the Department, especially the streamlining of its activities and outposted units in Europe.

10.10 The estimated percentage distribution of resources under this section would be as follows:

		Regular budget	*Extra-budgetary*
		(percentage)	
A.	Policy-making organs	1.6	—
B.	Executive direction and management	5.7	—
C.	Programme of work	83.5	93.7
D.	Programme support	9.2	6.3
	Total	**100.0**	**100.0**

10.11 Within the programme of work, the estimated percentage distribution of resources among areas of activity in 1998-1999 would be as follows:

		Regular budget	*Extra-budgetary*
		(percentage)	
1.	Public administration, finance and development	53.3	52.7
2.	Environment and social development management	46.7	47.3
	Total	**100.0**	**100.0**

Table 10.1 **Summary of requirements by component**
(Thousands of United States dollars)

(1) *Regular budget*

Component	1994-1995 expenditures	1996-1997 appropriations	Resource growth: Amount	Resource growth: Percentage	Total before recosting	Recosting	1998-1999 estimates
A. Policy-making organs	309.1	395.8	13.2	3.3	409.0	24.6	433.6
B. Executive direction and management	1 363.0	1 473.0	15.9	1.0	1 488.9	90.6	1 579.5
C. Programme of work	24 079.6	22 329.4	(452.9)	(2.0)	21 876.5	1 300.6	23 177.1
D. Programme support	2 710.6	2 613.2	(312.6)	(11.9)	2 300.6	141.1	2 441.7
Total	**28 462.3**	**26 811.4**	**(736.4)**	**(2.7)**	**26 075.0**	**1 556.9**	**27 631.9**

(2) *Extrabudgetary resources*

1994-1995 expenditures	1996-1997 estimates	Source of funds	1998-1999 estimates
		(a) Services in support of:	
745.7	883.2	(i) United Nations organizations	—
26 070.4	13 770.7	(ii) Extrabudgetary activities	13 770.7
—	—	(b) Substantive activities	—
		(c) Operational projects	
116 366.0	88 000.0	UNDP	88 000.0
12 610.0	10 000.0	UNFPA	10 000.0
43 920.0	52 000.0	Technical cooperation project trust funds	52 000.0
Total	**199 712.1**	**164 653.9**		**163 770.7**
Total (1) and (2)	**228 174.4**	**191 465.3**		**191 402.6**

Table 10.2 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	1994-1995 expenditures	1996-1997 appropriations	Resource growth: Amount	Resource growth: Percentage	Total before recosting	Recosting	1998-1999 estimates
Posts	26 344.0	24 298.5	(707.1)	(2.9)	23 591.4	1 408.4	24 999.8
Other staff costs	359.1	321.8	(89.6)	(27.8)	232.2	13.9	246.1
Consultants and experts	445.5	475.4	13.0	2.7	488.4	29.2	517.6
Travel	685.5	958.1	3.1	0.3	961.2	57.5	1 018.7
Contractual services	11.8	23.8	28.7	120.5	52.5	3.1	55.6
General operating expenses	471.3	554.8	15.5	2.7	570.3	33.8	604.1
Hospitality	4.4	5.9	—	—	5.9	0.4	6.3
Supplies and materials	36.2	34.4	—	—	34.4	2.1	36.5
Furniture and equipment	104.5	138.7	—	—	138.7	8.5	147.2
Total	**28 462.3**	**26 811.4**	**(736.4)**	**(2.7)**	**26 075.0**	**1 556.9**	**27 631.9**

(2) *Extrabudgetary resources*

1994-1995 expenditures	*1996-1997 estimates*	*Object of expenditure*	*1998-1999 estimates*
13 386.2	8 070.7	Posts	7 800.1
10 309.8	4 012.7	Other staff costs	3 904.1
1 266.2	1 127.3	Consultants and experts	777.3
218.9	185.0	Travel	65.0
24.9	1.1	Contractual services	1.1
1 495.2	462.6	General operating expenses	430.6
75.5	27.0	Supplies and materials	25.0
39.4	7.5	Furniture and equipment	7.5
—	760.0	Grants and contributions	760.0
172 896.0	150 000.0	Other	150 000.0
199 712.1	**164 653.9**		**163 770.7**
228 174.4	**191 465.3**		**191 402.6**

Table 10.3 **Post requirements**[a]

Organizational unit: Department for Development Support and Management Services

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1996-1997	*1998-1999*	*1996-1997*	*1998-1999*	*1996-1997*	*1998-1999*	*1996-1997*	*1998-1999*
Professional category and above								
USG	1	1	—	—	—	—	1	1
D-2	2	2	—	—	—	—	2	2
D-1	7	7	—	—	7	7	14	14
P-5	14	14	—	—	14	14	28	28
P-4/3	33	32	—	—	14	13	47	45
P-2/1	4	4	—	—	9	9	13	13
Total	**61**	**60**	**—**	**—**	**44**	**43**	**105**	**103**
General Service category								
Principal level	6	4	—	—	5	5	11	9
Other levels	91	84	—	—	9	9	100	93
Total	**97**	**88**	**—**	**—**	**14**	**14**	**111**	**102**
Grand total	**158**	**148**	**—**	**—**	**58**	**57**	**216**	**205**

[a] In addition, one gratis expert at the D-1 level has been provided to the Department for the biennium 1996-1997. It is anticipated that in the biennium 1998-1999the services of this expert will also be provided.

A. Policy-making organs

Table 10.4 **Summary of requirements by programme**
(Thousands of United States dollars)

Programme	1994-1995 expenditures	1996-1997 appropriations	Resource growth		Total before recosting	Recosting	1998-1999 estimates
			Amount	Percentage			
1. Committee on Natural Resources	92.1	138.5	(3.0)	(2.1)	135.5	8.1	143.6
2. Meeting of Experts on the United Nations Programme in Public Administration and Finance	80.4	113.9	28.1	24.6	142.0	8.5	150.5
3. Ad hoc Group of Experts on International Cooperation in Tax Matters	136.6	143.4	(11.9)	(8.2)	131.5	8.0	139.5
Total	**309.1**	**395.8**	**13.2**	**3.3**	**409.0**	**24.6**	**433.6**

1. Committee on Natural Resources

10.12 The Committee on Natural Resources is a subsidiary organ of the Economic and Social Council. Its terms of reference are defined in the annex to General Assembly resolution 46/235 of 13 April 1992. The Committee consists of 24 experts, acting in their personal capacity, nominated by their Governments and elected by the Economic and Social Council for a four-year term. The Committee consists of two working groups which address water and mineral resources issues in an integrated fashion. The Committee meets biennially for two weeks. Its fourth session will be held in 1998.

2. Meeting of Experts on the United Nations Programme in Public Administration and Finance

10.13 By its resolution 1199 (XLII) of 24 May 1967, the Economic and Social Council decided that the United Nations programme in public administration should be reviewed from time to time by a meeting of experts and that the report of the meeting should be submitted to it for consideration. Some 20 to 25 experts are invited by the Secretary-General in their individual capacity to participate in the Meeting of Experts on the United Nations Programme in Public Administration and Finance. Although there is no mandated periodicity, meetings are generally held biennially for a period of 10 to 14 days. The Thirteenth Meeting will be held in May 1997 and the Fourteenth Meeting is scheduled for 1998.

3. Ad Hoc Group of Experts on International Cooperation in Tax Matters

10.14 The Ad Hoc Group of Experts on International Cooperation in Tax Matters was set up in accordance with Economic and Social Council resolution 1273 (XLIII) of 4 August 1967 and consists of 25 tax experts (10 from developed and 15 from developing countries) nominated by their Governments but acting in their personal capacity. Its ninth meeting will be held in 1999.

10.15 The 25-member Group reports to the Economic and Social Council and holds biennial sessions at Geneva for 10 days. Its sessions are devoted to the conclusion of tax treaties between developed and developing

countries that would be acceptable to both parties and would fully safeguard their respective revenue interests. These include the revision of the United Nations Model Double Taxation Convention between Developed and Developing Countries and the United Nations Manual for the Negotiation of Bilateral Tax Treaties between Developed and Developing Countries. The meetings of the Group also bring together observers from developed and developing countries and countries with economies in transition, international and regional intergovernmental organizations and professional non-governmental organizations active in the international taxation area.

Resource requirements (at current rates)

Travel

10.16 It is estimated that a provision of $409,000, reflecting a growth of $13,200, mostly owing to increased requirements of the Meeting of Experts on the United Nations Programme in Public Administration and Finance, would be required for travel and subsistence of representatives as follows:

(a) $135,500, reflecting a decrease of $3,000 on the basis of 1996-1997 expenditures, for 24 members of the Committee on Natural Resources to attend its fourth session, in 1998;

(b) $142,000, reflecting a growth of $28,100, for 25 experts to attend the Fourteenth Meeting of Experts on the United Nations Programme in Public Administration and Finance in 1998. The growth is due to the increase in the number of participating experts from 21 in 1996-1997 to 25 in 1998-1999;

(c) $131,500, reflecting a decrease of $11,900 on the basis of 1996-1997 actual requirements, for 25 experts to attend the meeting of the Ad Hoc Group of Experts on International Cooperation in Tax Matters in 1999.

B. Executive direction and management

Table 10.5 **Summary by object of expenditure**

(Thousands of United States dollars)

Object of expenditure	*1994-1995 expenditures*	*1996-1997 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1998-1999 estimates*
			Amount	*Percentage*			
Posts	1 288.7	1 389.5	15.9	1.1	1 405.4	85.7	1 491.1
Travel	74.3	83.5	—	—	83.5	4.9	88.4
Total	**1 363.0**	**1 473.0**	**15.9**	**1.1**	**1 488.9**	**90.6**	**1 579.5**

Table 10.6 **Post requirements**

Organizational unit: Office of the Under-Secretary-General

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1996-1997	*1998-1999*	*1996-1997*	*1998-1999*	*1996-1997*	*1998-1999*	*1996-1997*	*1998-1999*
Professional category and above								
USG	1	1	—	—	—	—	1	1
D-1	1	1	—	—	—	—	1	1
P-4/3	1	1	—	—	—	—	1	1
Total	**3**	**3**	**—**	**—**	**—**	**—**	**3**	**3**
General Service category								
Other levels	5	5	—	—	—	—	5	5
Total	**5**	**5**	**—**	**—**	**—**	**—**	**5**	**5**
Grand total	**8**	**8**	**—**	**—**	**—**	**—**	**8**	**8**

10.17 The Under-Secretary-General, assisted by his immediate staff, provides overall direction, supervision and management of the Department in the implementation of its legislative mandates and its approved programme of work. The Under-Secretary-General chairs both the Management Board of the United Nations Technical Cooperation Programme in Natural Resources and Energy and the Users' Advisory Committee of the Office for Project Services, established by the Secretary-General. He is also a member of the Management Consultative Committee of the Office for Project Services.

Resource requirements (at current rates)

Posts

10.18 The estimated requirement of $1,405,400, reflecting a growth of $15,900 resulting from the application of new standardized vacancy rates, relates to the staffing requirements for executive direction and management and would provide for the continuation of three Professional and above posts (one Under-Secretary-General, one D-1 and one P-4) and five General Service (Other level) posts.

Travel

10.19 The estimated requirement of $83,500 relates to the travel of the Under-Secretary-General and the staff of his office to attend the meetings in Geneva of the Economic and Social Council, the Executive Board of UNDP and the Administrative Committee on Coordination and its subsidiary bodies ($22,000) and to conduct representational missions, at the request of the Secretary-General, and participate in meetings of the regional commissions, in high-level meetings with officials of the Bretton Woods institutions and in donors' round table conferences ($61,500).

C. Programme of work

Table 10.7 **Summary of requirements by programme**
(Thousands of United States dollars)

(1) *Regular budget*

Programme	*1994-1995 expenditures*	*1996-1997 appropriations*	*Resource growth* Amount	Percentage	*Total before recosting*	*Recosting*	*1998-1999 estimates*
1. Public administration, finance and development	14 029.9	11 554.8	96.9	0.8	11 651.7	670.9	12 322.6
2. Environment and social development management	10 049.7	10 774.6	(549.8)	(5.1)	10 224.8	629.7	10 854.5
Total	**24 079.6**	**22 329.4**	**(452.9)**	**(2.0)**	**21 876.5**	**1 300.6**	**23 177.1**

(2) *Extrabudgetary resources*

1994-1995 expenditures	*1996-1997 estimates*	*Source of funds*	*1998-1999 estimates*
		(a) Services in support of:	
—	—	(i) United Nations organizations	—
17 395.8	7 855.2	(ii) Extrabudgetary activities	7 855.2
—	—	(b) Substantive activities	—
		(c) Operational projects	
116 366.0	88 000.0	UNDP	88 000.0
12 610.0	10 000.0	UNFPA	10 000.0
43 920.0	52 000.0	Technical cooperation project trust funds	52 000.0
Total	**190 291.8**	**157 855.2**	**157 855.2**
Total (1) and (2)	**214 371.4**	**180 184.6**	**181 032.3**

Subprogramme 1
Public administration, finance and development

Table 10.8 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1994-1995 expenditures*	*1996-1997 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1998-1999 estimates*
			Amount	*Percentage*			
Posts	13 614.5	11 063.1	94.6	0.8	11 157.7	641.4	11 799.1
Consultants and experts	268.0	246.7	2.3	0.9	249.0	14.9	263.9
Travel	147.4	245.0	—	—	245.0	14.6	259.6
Total	**14 029.9**	**11 554.8**	**96.9**	**0.8**	**11 651.7**	**670.9**	**12 322.6**

(2) *Extrabudgetary resources*

1994-1995 expenditures	*1996-1997 estimates*	*Source of funds*	*1998-1999 estimates*
		(a) Services in support of:	
—	—	(i) United Nations organizations	—
6 929.3	2 623.7	(ii) Extrabudgetary activities	2 623.7
—	—	(b) Substantive activities	—
		(c) Operational projects	
37 491.0	28 000.0	UNDP	28 000.0
12 610.0	10 000.0	UNFPA	10 000.0
25 952.0	34 000.0	Technical cooperation project trust funds	34 000.0
Total	**82 982.3**	**74 623.7**	**74 623.7**
Total (1) and (2)	**97 012.2**	**86 178.5**	**86 946.3**

Table 10.9 **Post requirements**[a]

Organizational unit: Division for Governance, Public Administration and Finance

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1996-1997	*1998-1999*	*1996-1997*	*1998-1999*	*1996-1997*	*1998-1999*	*1996-1997*	*1998-1999*
Professional category and above								
D-2	1	1	—	—	—	—	1	1
D-1	3	3	—	—	3	3	6	6
P-5	7	8	—	—	4	4	11	12
P-4/3	17	17	—	—	—	—	17	17
P-2/1	3	3	—	—	4	4	7	7
Total	**31**	**32**	**—**	**—**	**11**	**11**	**42**	**43**
General Service category								
Principal level	3	2	—	—	—	—	3	2
Other levels	35	32	—	—	1	1	36	33
Total	**38**	**34**	**—**	**—**	**1**	**1**	**39**	**35**
Grand total	**69**	**66**	**—**	**—**	**12**	**12**	**81**	**78**

[a] In addition, one gratis expert at the D-1 level has been provided to the Department for the biennium 1996-1997. It is anticipated that in the biennium 1998-1999 the services of this expert will also be provided.

10.20 The subprogramme will be implemented by the Division for Governance, Public Administration and Finance.

10.21 In 1998-1999, the Department will support intergovernmental dialogue in the General Assembly, the Economic and Social Council and relevant subsidiary bodies on critical trends and issues in public administration, public finance and business development, especially on strengthening government capacity for policy development, administrative restructuring, civil service reform, human resources development and public administration training; improving performance in the public sector; financial management; public-private sector interaction; the role of public administration in social development; the role of public administration in developing infrastructure; post-conflict rehabilitation and reconstruction of government machinery, and management of development programmes. In this respect, the Department will act as a repository for information and experiences in these areas to facilitate the exchange of knowledge, methodology and ideas. Documentation and substantive services will be provided to the Group of Experts on the United Nations Programme in Public Administration and Finance, the Ad Hoc Group of Experts on International Cooperation in Tax Matters, the Economic and Social Council and the General Assembly.

10.22 The technical and substantive expertise developed by the Department in its areas of competence will be placed at the disposal of developing countries and countries with economies in transition through the provision of advisory services, needs assessment missions, diagnostic studies, programme formulation and development and project execution. In response to emerging trends in development cooperation, greater emphasis will be placed on building national capacities and on institutional and human resources development. Emphasis will also be placed on promoting new strategic partnerships between the public sector and civil society by contributing to the development of a participatory approach to policy-making. Operational-assisted research and studies will be conducted on emerging trends and issues in public administration and finance and on "best practices", with a view to adaptation and replication in developing countries and countries with economies in transition.

10.23 Major initiatives will be taken during the biennium to enhance the clearing house functions of the subprogramme, utilizing new and cost-effective technological approaches in the collection, maintenance

and dissemination of information on public administration and finance, and to improve the synergy, cooperation and coordination between the United Nations funds and programmes, the specialized agencies, the United Nations Secretariat and the Bretton Woods institutions to optimize the substantive and technical capacity of the United Nations system in these areas. Partnerships with non-governmental organizations will also be enhanced during the biennium.

Activities

10.24 During the biennium 1998-1999, the following activities will be undertaken:

(a) *Servicing of intergovernmental/expert bodies (RB/XB)*

(i) Substantive servicing of meetings. Four meetings each of the General Assembly and the Economic and Social Council; 25 plenary and 20 working group meetings of the Meeting of Experts on the United Nations Programme in Public Administration and Finance (also, provision of technical servicing); and 22 plenary and 16 group meetings of the Ad Hoc Group of Experts on International Cooperation in Tax Matters (also, provision of technical servicing);

(ii) Parliamentary documentation

General Assembly. Consolidated report on public administration and development;

Economic and Social Council. Report on the Fourteenth Meeting of the Group of Experts on the United Nations Programme in Public Administration and Finance;

Meeting of Experts on the United Nations Programme in Public Administration and Finance. Report on the implementation of General Assembly resolution 50/225; report on the review of the work on the programme in public administration and finance; 10 analytical/working papers on thematic issues;

Ad Hoc Group of Experts on International Cooperation in Tax Matters. Revised United Nations Model Double Taxation Convention between Developed and Developing Countries; revised United Nations Manual for the Negotiation of Bilateral Tax Treaties between Developed and Developing Countries;

(iii) Ad hoc expert group meetings on promoting women leadership in civil service systems, civic participation in local governance and public financial management; three other expert meetings on themes to be determined by the Thirteenth Meeting of Experts on the United Nations Programme in Public Administration and Finance;

(b) *Other substantive activities (RB/XB)*

(i) Preparation and holding, in cooperation with Tokyo authorities, of the United Nations/Tokyo Metropolitan Governance Conference on the Role of Non-State Actors in Governance;

(ii) Twelve recurrent publications: *Development Administration Newsletter* (four issues); *List of Publications in Public Administration and Finance* (two issues); public administration profiles of selected African countries (five issues); *Supplement to International Tax Agreements*;

(iii) Fourteen non-recurrent publications: *Civil Service Training and Management Development; Guidelines on Government Re-engineering by the Use of Information Technology; Public Administration and the Science of Disasters; Reform and Modernization in Eastern and Central European Countries; Gender Issues in Civil Service Systems; Governance and Civic Participation; Governance in Africa: Emerging Issues and Strategies; Salient Issues in Public Management Reform, Promoting Ethics in Government; Restructuring Process of the Military Industry in China; Business Opportunities and Development in the Asia and Pacific Region; Public Financial Management; United Nations Model Double Taxation Convention (update); Manual for the Negotiation of Bilateral Tax Treaties;*

(iv) Technical material: training manual on business strategy; Internet Home Page on public administration and finance; technical documents available electronically on the United Nations Web site; country profiles available on the Web site; databases on administrative reform,

conflict management organizations and practitioners available on Internet; international tax cooperation (Internet Home Page); financial products for small enterprises in Africa; policy, legal and regulatory framework for small enterprises in Africa; recent trends in entrepreneurship training; manual on election administration (CD-ROM);

(c) *International cooperation and inter-agency coordination and liaison (RB/XB)*

(i) Participation in meetings on public administration and finance of the Latin American Centre for Development Administration (CLAD), the Organisation for Economic Cooperation and Development (OECD), the World Bank, the Commonwealth Secretariat, the Arab Administrative Development Organization (ARADO), the African Training and Research Centre in Administration for Development (CAFRAD) and the African Civil Service Observatory (ACSO);

(ii) Participation in activities of non-governmental organizations, including the Commonwealth Association for Public Administration and Management (CAPAM), the Commonwealth Local Government Forum (CLGF), the International Association of Schools and Institutes of Administration (IASIA), the Eastern Regional Organization for Public Administration (EROPA), the International Institute of Administrative Sciences (IIAS), the International Union of Local Authorities (IULA), the International Chamber of Commerce Commission on Taxation, the International Federation of Accountants, the Commonwealth Association of Tax Administrators (CATA), the Inter-American Centre for Tax Administrators (CIAT), the Council of Executive Secretaries of Tax Organizations (CESTO) and the International Organization of Supreme Audit Institutions (INTOSAI);

(iii) Cooperation with UNDP, ESCAP, ECA, ECLAC, ESCWA, ECE, the Crime Prevention and Criminal Justice Division of the United Nations Secretariat, UNU, the United Nations Centre for Human Rights, UNCTAD, and the United Nations Centre for Human Settlements (Habitat);

(iv) Substantive contribution in the activities of the Sub-Group on Capacity-building on Post-conflict Rehabilitation and Reconstruction and the Sub-Group on Capacity-building for Governance in relation to the follow-up to General Assembly resolution 50/225;

(d) *Technical cooperation (RB/XB)*

(i) Advisory services. 50 needs assessment/diagnostic missions, on request, on programme design and formulation projects on governance; civil service reform; human resources; information technology for public management; local governance; democracy governance and participation; decentralization; post-conflict rehabilitation; budgeting and budgetary systems; mobilization of internal resources; financial management capacities; domestic and foreign resource mobilization; tax reforms and tax administration; private sector and business development; and military conversion and business industries;

(ii) Group training, seminars and workshops. South-South Forum on Governance and Public Management Reforms; International Forum on Government Re-engineering by the Use of Information Technology; meeting on public administration and information systems for disaster mitigation; regional workshop on capacity-building for policy-development; Conference on Promoting Ethics in Government; workshops on gender issues in civil service systems; governance and civic participation; capacity-building, democratization, governance and participation (two regional workshops);

(iii) Field projects. 60 country, 8 regional and 12 interregional projects to provide technical services and assist developing countries and countries with economies in transition to strengthen national capabilities in public administration and finance.

Resource requirements (at current rates)

Posts

10.25 The estimated amount of $11,157,700, reflecting a growth of $94,600, relates to the staffing requirements of this subprogramme, consisting of 32 Professional and 34 General Service posts, including four posts

in the Geneva office, as shown in table 10.9 above. The change in requirements in comparison with 1996-1997 is the result of the application of new standardized vacancy rates and redeployment and abolition of posts, as follows: one P-5 post is redeployed to this subprogramme from subprogramme 2, Environment and social development management, in order to support the activities within the context of the restructuring of the Department's programme of work, and three General Service posts (one Principal level and two Other level) are proposed to be abolished in the context of the streamlining of the Department.

Consultants and experts

10.26 An estimated amount of $249,000, reflecting a growth of $2,300 for ad hoc expert groups, would be required as follows:

(a) $158,400 to cover specialized consultancy services not available in the Secretariat for preparation of resource inputs to seminars and workshops, as follows:

(i) Priority themes on public administration and finance to be selected by the Thirteenth and Fourteenth Meetings of Experts on the United Nations Programme in Public Administration and Finance;

(ii) Priority themes of the Ad Hoc Group of Experts on International Cooperation in Tax Matters;

(iii) Additional specialized expertise required for activities on governance, civil service reforms, decentralization, financial management, budgeting, accounting, auditing, private sector and business development and military conversion;

(b) $90,600 to finance three ad hoc expert groups on promoting women leadership in civil service systems; civic participation in local governance; and public financial management.

Travel

10.27 The estimated requirement of $245,000 relates to travel of staff ($17,600) to service the meetings of the Steering Committee and the Ad Hoc Group of Experts on International Cooperation in Tax Matters and for other travel of staff ($227,400) to consult and participate in coordination and technical meetings organized by other bodies of the United Nations system and intergovernmental and non-governmental organizations.

Subprogramme 2
Environment and social development management

Table 10.10 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1994-1995 expenditures*	*1996-1997 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1998-1999 estimates*
			Amount	*Percentage*			
Posts	9 718.7	10 319.2	(549.3)	(5.3)	9 769.9	602.4	10 372.3
Consultants and experts	177.5	228.7	10.7	4.6	239.4	14.3	253.7
Travel	153.5	226.7	(11.2)	(4.9)	215.5	13.0	228.5
Total	**10 049.7**	**10 774.6**	**(549.8)**	**(5.1)**	**10 224.8**	**629.7**	**10 854.5**

(2) *Extrabudgetary resources*

1994-1995 expenditures	*1996-1997 estimates*	*Source of funds*	*1998-1999 estimates*
		(a) Services in support of:	
10 466.5	5 231.5	Extrabudgetary activities	5 231.5
—	—	(b) Substantive activities	—
		(c) Operational projects	
78 875.0	60 000.0	UNDP	60 000.0
17 968.0	18 000.0	Technical cooperation project trust funds	18 000.0
107 309.5	**83 231.5**	**Total**	**83 231.5**
117 359.2	**94 006.1**	**Total (1) and (2)**	**94 086.0**

Table 10.11 **Post requirements**

Organizational unit: Division for Economic and Social Development and Natural Resources Management

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1996-1997	*1998-1999*	*1996-1997*	*1998-1999*	*1996-1997*	*1998-1999*	*1996-1997*	*1998-1999*
Professional category and above								
D-2	1	1	—	—	—	—	1	1
D-1	3	3	—	—	3	3	6	6
P-5	6	5	—	—	6	6	12	11
P-4/3	14	13	—	—	4	4	18	17
P-2/1	1	1	—	—	4	4	5	5
Total	**25**	**23**	**—**	**—**	**17**	**17**	**42**	**40**
General Service category								
Principal level	2	1	—	—	3	3	5	4
Other levels	43	41	—	—	1	1	44	42
Total	**45**	**42**	**—**	**—**	**4**	**4**	**49**	**46**
Grand total	**70**	**65**	**—**	**—**	**21**	**21**	**91**	**86**

10.28 This subprogramme will be implemented by the Division for Economic and Social Development and Natural Resources Management.

10.29 The objective of the subprogramme is to strengthen the technical and institutional capacities of developing countries and countries with economies in transition to formulate and implement policies and programmes aimed at promoting economic and social development and environmentally sound natural resources and energy management. It also aims at accelerating and supporting socio-economic aspects of reconstruction and rehabilitation processes in countries at risk of conflict.

10.30 The specific policies and programmes that the subprogramme assists countries to formulate and implement are consistent with United Nations system priorities and recommendations, namely, the eradication of poverty and people-centred development. The subprogramme operates also within the framework of the implementation of the results of United Nations global conferences and mandates. It also provides substantive servicing to United Nations cartographic conferences and conferences on the standardization of geographical names and contributes in the preparation of reports to the Committee on New and Renewable Sources of Energy and on Energy for Development and the Committee on Natural Resources.

10.31 The subprogramme provides assistance through technical advisory services, at the request of Governments, through formulating, executing, monitoring and evaluating technical cooperation activities, particularly focused on building capacities at the national level, and through applied research. The subprogramme focuses on least developed countries, countries with economies in transition, countries in recovery and rehabilitation and other countries where the needs are greatest.

10.32 At the national level, assistance will be provided to devise operational strategies that promote equitable economic and social development, and sustainable use of natural resources and energy. In its multi-disciplinary approach, the subprogramme pays particular attention to key areas of economic and social development and management, including structural adjustment policies, investment programming and monitoring, and planning and policy formulation and management. Emphasis will also be placed on the social dimensions of adjustment, decentralization of economic decision-making, social integration, social reconciliation, integrated rural and community development, reintegration of refugees and ex-combatants, and participation of women and vulnerable groups. In the area of natural resources, the

assistance provided focuses on a multisectoral approach to water resources management, involving local initiatives and participation in such development efforts; the formulation of policies on mineral resources that encourage environmentally sound production practices; and the use of modern surveying and mapping techniques as a tool for infrastructure and land-use planning for economic growth and sustainable development. In the area of sustainable energy strategies, the subprogramme will concentrate on environmental problems, paying particular attention to global warming, commercializing renewable energy technologies, energy conservation, transfer of clean coal technology, sustainable energy services in rural areas, and private investment in the energy sector.

Activities

10.33 During the biennium 1998-1999, the following activities will be undertaken:

(a) *Servicing of intergovernmental/expert bodies (RB/XB)*

(i) Substantive servicing of meetings. Five plenary and 10 working group meetings of the fourth session of the Committee on Natural Resources and one plenary and six working group meetings of the twentieth session of the United Nations Group of Experts on Geographical Names;

(ii) Parliamentary documentation

Economic and Social Council. Report of the United Nations Group of Experts on Geographical Names on the work of its twentieth session;

Committee on Natural Resources. Three reports: on activities of the United Nations system in the field of mineral resources and inter-agency cooperation, issues related to the spatial planning of land (including minerals) and water resources, and development and application of state-of-the-art technologies for the utilization/reprocessing of mineral industry wastes with a view to reducing the ecological burden on the environment, and one discussion paper on the basic problem of improving the capacity of developing countries and countries with economies in transition to capture the maximum economic and social benefits of their potential for mineral production;

Committee on New and Renewable Sources of Energy and on Energy for Development (jointly with the Department for Policy Coordination and Sustainable Development): report on environmentally sound and efficient fossil energy technologies, report on development and implementation of rural energy policies and inputs to the report on coordination of the activities of the organizations of the United Nations system in the field of energy;

(iii) Five ad hoc expert group meetings on the global knowledge base on mineral resource potential; options for water resources management and the implications for private investment; financing energy projects in developing countries: trends and obstacles; energy in the transport sector: efficiency and emission standards; and investment policies for regional development in countries with economies in transition;

(b) *Other substantive activities (RB/XB)*

(i) Twenty-four recurrent publications. *Natural Resources Forum* (quarterly); *International Rivers and Lakes Newsletter*, to be issued in electronic format (semi-annual); *World Cartography Bulletin* (annual); *Newsletter of the United Nations Group of Experts on Geographical Names* (semi-annual); newsletter on technical activities in planning and management of natural resources, to be issued in electronic format (semi-annual); *Newsletter on the Energy Activity of the United Nations* (annual);

(ii) Five non-recurrent publications. Groundwater management for the twenty-first century: prospects for control and recovery; From regulation to participation: options for water resources management; Corporate-community relationships and roles in promoting sustainable social development in the mineral sector, including particular needs of women; Energy and women; Clean coal technology update;

(iii) Technical materials and databases on development, promotion and dissemination of a new release of groundwater for Windows software (United Nations sales publication); technical material and technical papers of the twentieth session of the United Nations Group of Experts on Geographical Names; two videos on energy services to the rural poor and a coal mines safety training module; sustainable energy services (Internet Home Page); country energy profiles (Internet Home Page);

(c) *International cooperation and inter-agency coordination and liaison (RB/XB)*

(i) Substantive and technical servicing of the Management Board of the United Nations Technical Cooperation Programme in Natural Resources and Energy, the Commission on Sustainable Development and the Inter-Agency Committee on Sustainable Development; joint programming activities with the regional commissions in association with UNEP and UNCTAD;

(ii) Participation in activities of non-governmental organizations. External relations with a network of non-governmental organizations and substantive support to non-governmental organization meetings related to energy and environment; liaison with the Global Environment Facility; participation in the coordination of programme activities with the regional commissions and non-governmental organizations accredited to the Economic and Social Council;

(iii) Substantive and technical servicing of the annual meeting of the Consultative Committee on Programme and Operational Questions of the Administrative Committee on Coordination on post-conflict resolution; participation in the Administrative Committee on Coordination Subcommittee on Rural Development and the Task Force on an Enabling Environment in Economic and Social Development; contribution to the activities of the funds, programmes and agencies of the United Nations system, the Administrative Committee on Coordination Subcommittee on Water Resources, the Global Freshwater Partnership and the Task Force on the United Nations Special Initiative on Africa, especially in water resources;

(d) *Technical cooperation (RB/XB)*

(i) Advisory services: technical assistance to Governments of developing countries and countries with economies in transition, in cooperation with United Nations agencies and regional commissions, in assessments, diagnostic studies and evaluations, and follow-up on the special session of the General Assembly on the implementation of Agenda 21 (30-40 missions on mineral and water resources, 20 missions on cartography and mapping, 30 missions on energy resources, 140 missions on development planning and social development);

(ii) Field projects (country, regional and interregional). Thirty-five to 40 technical cooperation projects on water and mineral resources management in developing countries and countries with economies in transition; 20 (ongoing) projects in 10 countries and one regional project on cartography and mapping; 50 projects on energy resources; 170 field projects on development planning and social development.

Resource requirements (at current rates)

Posts

10.34 The estimated amount of $9,769,900, reflecting a decrease of $549,300, relates to staffing requirements for this subprogramme, consisting of 23 Professional and 42 General Service posts, including four posts in the Vienna office, as shown in table 10.11 above. The change in requirements in comparison with 1996-1997 is the result of the application of new standardized vacancy rates and redeployment and abolition of posts, as follows: one P-5 post is redeployed from this subprogramme to subprogramme 1, Public administration, finance and development, and one P-3 and three General Service posts (one Principal level and two Other level) are proposed to be abolished.

Consultants and experts

10.35 A provision of $239,400, reflecting a growth of $10,700 under ad hoc expert groups, would be required to cover: (a) specialized consultancy services not available in the Secretariat ($129,600) for preparation

of material for three reports for the fourth session of the Committee on Natural Resources, background papers for ad hoc expert groups, and specialized papers in energy resources; and (b) five ad hoc expert groups ($109,800) on the global knowledge base on mineral resource potential; options for water resources management and the implications for private investment; financing energy projects in developing countries: trends and obstacles; energy in the transport sector: efficiency and emission standards; and investment policies for regional development in countries with economies in transition.

Travel

10.36 The estimated requirement of $215,500, reflecting a decrease of $11,200, relates to (a) travel of staff ($77,700) to service and attend meetings of the United Nations Group of Experts on Geographical Names and to attend coordination meetings on global water resources programmes, on energy activities in the United Nations system, on rural development, on development assistance for the future, and the Administrative Committee on Coordination Task Force on an Enabling Environment in Economic and Social Development, and (b) travel of staff ($137,800) for collection of data and country needs assessments, diagnostic studies and evaluations and project formulation in connection with the programme of work.

D. Programme support

1. Executive Office

Table 10.12 **Summary by object of expenditure**

(Thousands of United States dollars)

Object of expenditure	*1994-1995 expenditures*	*1996-1997 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1998-1999 estimates*
			Amount	*Percentage*			
Posts	1 722.1	1 526.7	(268.3)	(17.5)	1 258.4	78.9	1 337.3
Other staff costs	359.1	321.8	(89.6)	(27.8)	232.2	13.9	246.1
Travel	1.2	7.1	1.1	15.4	8.2	0.4	8.6
Contractual services	11.8	23.8	28.7	120.5	52.5	3.1	55.6
General operating expenses	471.3	554.8	15.5	2.7	570.3	33.8	604.1
Hospitality	4.4	5.9	—	—	5.9	0.4	6.3
Supplies and materials	36.2	34.4	—	—	34.4	2.1	36.5
Furniture and equipment	104.5	138.7	—	—	138.7	8.5	147.2
Total	**2 710.6**	**2 613.2**	**(312.6)**	**(11.9)**	**2 300.6**	**141.1**	**2 441.7**

Table 10.13 **Post requirements**

Organizational unit: Executive Office

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1996-1997	*1998-1999*	*1996-1997*	*1998-1999*	*1996-1997*	*1998-1999*	*1996-1997*	*1998-1999*
Professional category and above								
P-5	1	1	—	—	—	—	1	1
P-4/3	1	1	—	—	—	—	1	1
Total	**2**	**2**	**—**	**—**	**—**	**—**	**2**	**2**
General Service category								
Principal level	1	1	—	—	—	—	1	1
Other levels	8	6	—	—	—	—	8	6
Total	**9**	**7**	**—**	**—**	**—**	**—**	**9**	**7**
Grand total	**11**	**9**	**—**	**—**	**—**	**—**	**11**	**9**

10.37 The Executive Office provides administrative services for the Department of Development Support and Management Services in such areas as initiation of recruitment and personnel administration, financial and budgetary management, resource planning and other common services. The Executive Office supports the implementation of the planned activities under the programme of work of the Department as well as the latest releases of IMIS. The Executive Office is also responsible for the planning and monitoring of the computerization of the Department's operations. In addition, the Executive Office provides support services to the Department's offices in Vienna and Geneva.

Resource requirements (at current rates)

Posts

10.38 The estimated amount of $1,258,400, reflecting a decrease of $268,300, relates to the staffing requirements of the Executive Office, consisting of two Professional posts (one P-5 and one P-4) and seven General Service posts (one Principal level and six Other level). The change in requirements in comparison with 1996-1997 is the result of the application of new standardized vacancy rates and the proposed abolition of two General Service (Other level) posts.

Other staff costs

10.39 The estimated requirement of $232,200, reflecting a decrease of $89,600 under overtime on the basis of the past expenditure pattern, relates to (a) general temporary assistance ($181,900) for the temporary replacement of staff within the Department on extended sick leave or maternity leave, and the engagement of additional staff during peak workload periods, and (b) overtime and night differential ($50,300) for the additional hours expected to be worked by the staff of the Department as a whole during peak workload periods.

Travel

10.40 The estimated requirement of $8,200, reflecting a growth of $1,100, relates to travel of the Executive Officer for administrative support and coordination of the Department's offices in Vienna and Geneva.

Contractual services

10.41 An estimated amount of $52,500, reflecting a growth of $28,700, would be required for the costs of printing for the recurrent and non-recurrent publications under subprogrammes 1, Public administration, finance and development ($40,000), and 2, Environment and social development management ($12,500).

The increase of $28,700 is due to the increased number of publications in the context of the follow-up to the resumed fiftieth session of the General Assembly on public administration and finance.

General operating expenses

10.42 The estimated requirement of $570,300, reflecting a growth of $15,500, relates to the following:

(a) Rental of equipment: $70,000, representing the cost of renting 13 facsimile and 7 copying machines and reflecting an increase of $8,600 owing to actual requirements;

(b) Rental and maintenance of data-processing equipment: $217,300 (reflecting a decrease of $3,200), representing the cost of the Department's share of the maintenance and support of the local area network (LAN) technical infrastructure (including central servers) necessary for the support of central management services such as e-mail, UNIX for IMIS etc.;

(c) Maintenance of office automation equipment: $211,300 (reflecting a decrease of $7,000), relating to the cost of licensing software and desktop hardware maintenance and support for 150 computers;

(d) Communications: $69,600, which includes the cost of telephone and facsimile communications and other related expenses, reflecting an increase of $17,100 owing to increased communications requirements for formulation, preparation and implementation of field projects;

(e) Other general operating expenses: $2,100 to cover various requirements arising from the activities of the Department.

Hospitality

10.43 An estimated amount of $5,900 would be required to cover the cost of official functions of the Department as a whole.

Supplies and materials

10.44 The estimated requirement of $34,400 relates to expendable office supplies and materials, particularly data-processing supplies for the Department.

Furniture and equipment

10.45 A provision of $138,700 is proposed for the upgrade of office automation equipment ($19 600), new office automation equipment, including 15 computers and three printers ($48,300) and replacement of the current 35 computers ($70,800).

2. Management of technical cooperation activities

Table 10.14 **Summary by object of expenditure**
(Thousands of United States dollars)

Extrabudgetary resources

1994-1995 expenditures	*1996-1997 estimates*	*Source of funds*	*1998-1999 estimates*
		(a) Services in support of:	
745.7	883.2	(i) United Nations organizations	—
8 674.6	5 915.5	(ii) Extrabudgetary activities	5 915.5
—	—	(b) Substantive activities	—
—	—	(c) Operational projects	—
9 420.3	**6 798.7**	**Total**	**5 915.5**

Table 10.15 **Post requirements**

Organizational unit: Financial Management and Budgetary Control Service

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1996-1997	*1998-1999*	*1996-1997*	*1998-1999*	*1996-1997*	*1998-1999*	*1996-1997*	*1998-1999*
Professional category and above								
D-1	—	—	—	—	1	1	1	1
P-5	—	—	—	—	4	4	4	4
P-4/3	—	—	—	—	10	9	10	9
P-2/1	—	—	—	—	1	1	1	1
Total	**—**	**—**	**—**	**—**	**16**	**15**	**16**	**15**
General Service category								
Principal level	—	—	—	—	2	2	2	2
Other levels	—	—	—	—	7	7	7	7
Total	**—**	**—**	**—**	**—**	**9**	**9**	**9**	**9**
Grand total	**—**	**—**	**—**	**—**	**25**	**24**	**25**	**24**

Activities

10.46 These activities will be implemented by the Financial Management and Budgetary Control Service.

10.47 In furtherance of its mandate to deliver technical cooperation to recipient countries, the Department needs to maintain strong, mutually supportive interrelationships between technical support services and implementation functions relating to technical cooperation activities. To maintain the same high-quality value and performance, supportive activities in administration and finance are carried out in close cooperation with substantive areas in matters relating to the following functions:

(a) Recruitment and administration of experts and consultants and other project staff serving in technical cooperation projects in the field under the Department's execution;

(b) Placement and servicing of fellows financed under project funds and arrangements for other training programmes and activities;

(c) Interviewing of European and North African candidates for technical cooperation project personnel assignments, and arrangements for the placement and servicing of fellows in Europe and North Africa, to be conducted by the Department's office in Geneva, in addition to the liaison and representational activities carried out by that office;

(d) Procurement of project equipment and supplies and engagement of project subcontractors, including the handling of all subsidiary functions, such as shipment of goods, insurance and processing of payments to contractors, vendors and freight forwarders;

(e) Financial management and budgetary control of all technical cooperation activities undertaken by the Department;

(f) Editing and production of reports and maps resulting from technical cooperation activities undertaken by the Department, and providing for the storage and retrieval of information contained in such reports, and coordination and maintenance of the information systems, which entails cooperation with other units in the development of a common indexing vocabulary for the system.

10.48 All requirements under this programme are met from extrabudgetary funds.